

# Strategic Look, Beyond Partnering: Generating Efficiencies in Environmental Program Management

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# Organizational Background

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- 170 Air National Guard Installations in 54 states and territories
- \$50M Environmental Program
- HQ Environmental Division of 75 program managers
- 100+- Environmental Managers at ANG installations
- 7 Full Scope National Contractors – 10 year IDIQ

# What is Strategic Look?

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- Program was created with the intent of improving efficiencies and external partnerships.
- Provides a holistic approach to solving programmatic environmental issues.
- Fosters open and honest communication between stakeholders
- Uses regular partnering sessions to discuss issues, collaboratively develop solutions, and present challenges and goals for the coming year.

# Why Strategic Look?

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## Long Term Challenges

- Resource Limitations
  - Reduced Funding
  - Increased Workload with no increase in staff
- Internal Efficiencies
  - Need to do more with less
- Increasingly Restrictive Contracting Environment
- Not keeping pace with technological advances
- External Requirements (Congressional, HQAF, State/Fed Regulatory)



**To identify impediments to efficiency and develop strategies to meet short and long term challenges**

- Developed a plan of action for moving the Environmental Program forward
- Process was equivalent to a Strategic Business Planning Process- used the 1999 ANG Environmental Division SBP as a springboard.

## Analyzed Internal Division Operations

- Examine Branch level business processes
- Evaluated Acquisition Models
- Determine impediments to efficiencies/effectiveness
- Focused on External impacts to program effectiveness (Contracting, Regulatory, Contractors, Installation/Mission)
- Identified PM Turnover/Transition Issues

## Evaluate External Division Operations

- Contractor Direction Vs. Collaborative Approach
  - “Best Solution to the Problem Approach”
  - No cooperation b/w contractors
  - Competitive Environment became an impediment to progress
- Excessive marketing
- Contractor Quality/Scheduling Issues
- Contracting Issues
  - Invoicing
  - RFP/SOW/SOO language
- Regulatory Issues
  - Schedule delays
  - Conflict on technical issues
  - Contractors not engaged in process





## Stakeholder Engagement

- Regulator Input
  - Through Air Force Regional Environmental Offices (REOs)
- Base Environmental Manager (EM) Input
  - Environmental Management Integrated Product Team (IPT)
- Contractor, Contracting Officer Input - Through Strategic Look Sessions

# Phase IV - Roundtable Sessions

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## Strategic Look Roundtable Sessions

- Design of Sessions
  - 2 to 3 days in duration
  - Off-site location
- Participants
  - NGB Staff (Environmental, Contracting, Legal), and Contractors
- Components
  - ANG to Contractor Briefs
  - Contractor Capability Briefs
  - Problem Solving/Issue Working Session
  - Networking/Team Building Opportunities



## ANG to Contractor Briefs

- State of the Environmental Division
  - Corporate Environment
  - New requirements/legislation, etc.
- Upcoming Procurement Actions
- “Good, Bad, and Ugly”
  - FY program reviews
  - Contractor performance feedback (report cards)
  - “Opening the books”
  - Reviewed program metrics
- Other

## Contractor Capability Briefs

- Focused on ANG needs
- Capabilities/Focus Areas
  - Katrina Response
  - MMRP
  - One Clean
  - Mission Capability Assessment
  - Energy
- Use presentation to pre-qualify firms for streamlined contracting actions
- Focused “Marketing” time



# Roundtable Sessions

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## Problem Solving/Issue Working Sessions

- PBC Issues
- Scope Creep Breakouts
- SOW/SOO Templates
- Communication Breakouts



# Roundtable Sessions

## Networking/Team Building Opportunities

- Group Lunches
- Group Dinners
- Session Breaks to discuss issues off-line
- Voluntary team building opportunities



## Challenge Area- Resource Limitations

- Achievement of 20-25% cost reduction in the execution of the ANG Environmental Program
- Creating Functional Mailboxes to Improve Responsiveness

## Challenge Area -Internal Efficiencies

- Auditing of internal inefficiencies allowed for increased productivity and staff buy-in
- Effective roll-out of new Division protocols and procedures to Contractors, allowed for seamless integration of new procedures into the existing environmental program

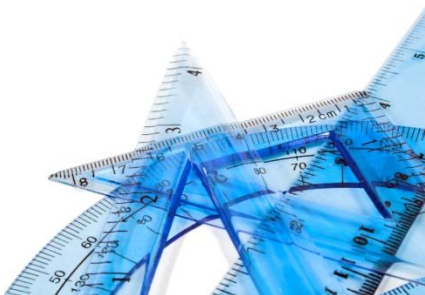


## Challenge Area - Contracting

- Development of an effective and efficient performance based contracting program without the necessity of cost cap insurance
- Development of SOO/SOW templates allow for streamlined risk review on Contractor side and increased competition
- Through partnering with contracting agencies, the ANG was able to streamline the procurement process by pre-qualifying firms through technical presentations delivered at the partnering sessions
- Development of an efficient and effective invoicing policy

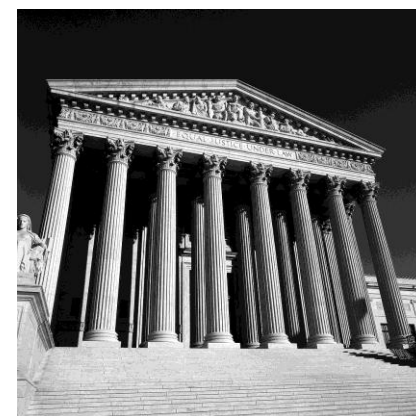
## Challenge Area - Technical

- Fostering a sense of partnering between environmental contractors, while promoting technical, solution - based competition
- Developing alternative technical approaches to solve complex environmental issues such as Munitions Response, Streamlining the Environmental Assessment Process, and Enhancing Base Master Planning



## Challenge Area - External Requirements (Congressional, HQAF, State/Fed Regulatory)

- Full integration of the ANG Environmental Division's Strategic Business Plan across all external stakeholders
- Development of interpersonal relationships that benefited overall teaming effort



# Before You Start...

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- Culture Change/Shock- Change the paradigm- FROM “We’re the government, you’re the contractor- we tell you what to do.” TO Open teaming and collaboration on solutions
- Equitable not Equal Distribution-
  - Everyone gets fair opportunity to play, not necessarily an equal amount of work.
  - Performance matters.
- Get away from the office
  - Minimizes distractions
  - Promotes networking between attendees
- “No Retribution Environment”- Open and honest feedback
- Cost- Minimal investment, maximum return
  - \$20-\$25K/year- plus travel
  - Estimated Return- 20-25% of Program Budget



Questions?

